



# STRATEGIC PLAN 2014-2017

UPDATE TO THE  
**GOLDMARK AGENDA**  
JUNE 2014



WASHINGTON STATE DEPARTMENT OF  
**Natural Resources**  
Peter Goldmark - Commissioner of Public Lands

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[www.dnr.wa.gov](http://www.dnr.wa.gov)

**Cover photos  
from top right:**

Capitol State Forest  
by Nancy Charbonneau;  
derelict vessel removal  
in Quartermaster Harbor  
by Toni Droscher; culvert  
replacement bridge and  
wheat harvesting in  
Eastern Washington,  
DNR photos.

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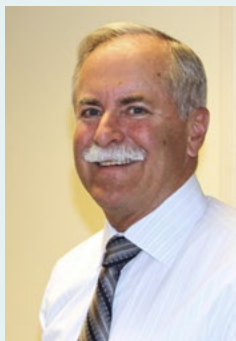


**"TODAY, OUR  
PARAMOUNT  
NATURAL RESOURCE  
MANAGEMENT  
CHALLENGE IS A  
CHANGING CLIMATE  
AND ENVIRONMENT.  
IN A WORLD OF  
ACCELERATING  
ENVIRONMENTAL  
CHANGE AND  
UNCERTAINTY ABOUT  
THE VARIED IMPACTS  
THAT CHANGE WILL  
HAVE, BUILDING  
RESILIENCE INTO OUR  
NATURAL SYSTEMS  
MUST BE OUR  
WATCHWORDS."**

**PETER GOLDMARK**  
COMMISSIONER  
OF PUBLIC LANDS



## A MESSAGE FROM THE COMMISSIONER OF PUBLIC LANDS



**Peter Goldmark**, a statewide elected official, is Washington's thirteenth Commissioner of Public Lands since statehood in 1889.

I am pleased to present you with this update to the Washington State Department of Natural Resources (DNR) Strategic Plan. This update builds upon the plan we published in April 2010 and extends it through the next three years.

By ensuring that our resource management activities were firmly grounded in science and the principles of sustainability, our first

strategic plan led to excellent results for the beneficiaries of state trust lands and the citizens of Washington. With this update, we are building upon that success and continuing to prioritize DNR resources and actions that will achieve our vision of healthy forests, clean water, thriving ecosystems, and a vibrant natural resource-based economy.

The original plan was developed soon after I took office and served as our roadmap to guide the Department during a period of deep financial crisis across the globe and here in the state of Washington. I am proud of how well our dedicated staff navigated those challenging times and continued to deliver high quality, sustainable natural resource management for the trust beneficiaries and all Washingtonians.

Although vestiges of the financial crisis remain, this plan update departs from a point of greater economic stability. Yet the coast is not clear, as one major challenge is replaced by another.

Today, our paramount challenge is a changing climate and environment. Every day we gain more understanding of the serious impacts and implications of the changing environment. Much of our thinking during this update has been guided and tempered by this growing body of science.

In a world of accelerating environmental change, and uncertainty about the varied impacts that change will have, adaptive management and building resilience into our natural systems must be our watchwords. Forest, agricultural, and aquatic lands for which DNR is steward will be relied upon

ever more heavily for diverse goods and services. At the same time, predicted changes to our environment, such as sea level rise, reduced snowpack, ocean acidification, increased pests and invasive species, and hotter, drier summers will have significant impacts on the ability of natural resources to produce the goods and services that humanity needs. To sustain the many benefits to society that accrue from the natural resources we manage, we must ensure these resources are resilient in the face of a changing environment. A good deal of the work outlined in this plan is focused on exactly that.

The goals and initiatives laid out in this plan reflect our constitutional obligations to the beneficiaries of the state trust lands and our statutory responsibilities to the citizens of the state. They are grounded in our commitment to deliver the best sustainable management of Washington's natural resources and natural infrastructure that we can.

I encourage each of you to think about how you can contribute to achieving these goals. DNR is committed to working in partnerships wherever possible. Together, we can bring innovative approaches to our work that provide revenue for our communities, renewable natural resources for a green economy, and clean air, water, and healthy ecosystems for future generations.

It is my honor and privilege to serve Washington State, its citizens, and this agency in this endeavor. Thank you for your continuing interest in DNR and the work that we do.

**PETER  
GOLDMARK**  
COMMISSIONER  
OF PUBLIC LANDS





## OUR VISION

Our decisions and hard work on the ground leave a legacy of healthy forests, clean water, thriving ecosystems, and a vibrant natural resource-based economy.

## OUR MISSION

In partnership with citizens and governments, the Washington State Department of Natural Resources provides innovative leadership and expertise to ensure environmental protection, public safety, perpetual funding for schools and communities, and a rich quality of life.

## OUR GUIDING PRINCIPLES

### **Manage the state's resources sustainably**

Through our sustainable management of resources entrusted to care, future generations will have ample opportunities to enjoy and benefit from Washington's rich natural heritage. We will also ensure that revenues for our trusts will be stable or growing and that associated industries will thrive for generations to come.

### **Make decisions based on sound science**

Using sound science, data, and information to guide our decisions will result in the best possible outcomes for the State of Washington.

### **Make decisions in the public interest and with the public's knowledge**

Transparency and accountability are vital to earn the public's trust and appropriately manage shared resources. Decisions should be made for the benefit of current and future generations.





## OVERVIEW OF THE DEPARTMENT OF NATURAL RESOURCES

The Department of Natural Resources provides stewardship of Washington State's natural resources by sustainably managing millions of acres of state lands and carrying out a variety of resource protection and conservation functions. This legacy of stewardship has been passed down from one generation to the next since Washington's statehood, providing a wide range of benefits for trust beneficiaries and the citizens of Washington, now and in perpetuity. DNR has a range of responsibilities and authorities set forth in the State Constitution and in law. These include:

### State Trust Lands

DNR manages 3 million acres of lands held in permanent trust to provide ongoing revenue for construction of public schools, universities, and other institutions, and to fund services in many counties. The revenue is generated from management and harvesting of timber and other forest products, and leasing for agriculture, communication sites, wind power, and other activities. Since 1970, State Trust Lands have generated more than \$8 billion for these purposes.

### Aquatic Lands

DNR is the steward of 2.6 million acres of aquatic lands—tidelands and lands submerged under Puget Sound, lakes, and navigable rivers. DNR manages these lands to protect fish and wildlife, while also providing commerce, navigation, and public access. Revenue is generated by selling geoducks and leasing aquatic lands for a variety of uses.

### Forest Practices

DNR regulates forestry activity on all non-federal, non-tribal forestlands through the administration of rules developed by the State Forest Practices Board. These rules protect public resources by setting standards for logging, road construction, and other work on about 12 million acres of state and private forestlands.

### Fighting and Preventing Wildfires

DNR is the state's largest on-call fire department, protecting nearly 13 million acres of private and state forestlands. Firefighting resources called into service include DNR, other agencies, local fire districts, and private contractors. Additionally, DNR monitors forest health and fire hazard conditions across the state, sharing technical and financial assistance with landowners and communities to improve forest health and reduce wildfire risks.

### Conserving Washington's Natural Heritage

DNR manages a system of natural areas that protects representative examples of native ecosystems. The program includes 90 Natural Area Preserves and Natural Resources Conservation Areas, covering more than 150,000 acres statewide. These lands are for conservation, research, and education for the benefit of all people of Washington State. Also within DNR is the Washington Natural Heritage Program, which documents native ecosystems and species and provides this information to landowners, public agencies, and conservation organizations.

### Public Access for Recreation

DNR-managed lands provide many recreation opportunities in rustic campgrounds and picnic areas and along more than a thousand miles of developed trails. These lands are destinations for bicycling, hiking, off-road vehicle riding, horseback riding, fishing, hunting, bird watching, and more.

### State Geological Survey

DNR provides information about the state's geology for use by local governments, industry, and many others. DNR geologists compile and publish geologic maps, which are basic tools used by geologists, civil engineers, and planners. Planners also use DNR's geological data and interpretations to develop emergency management plans for earthquakes, volcanic eruptions, tsunamis and other natural hazards.



## OVERVIEW OF BOARD OF NATURAL RESOURCES AND DNR GOVERNANCE

**F**ormed when DNR was created in 1957, the Board of Natural Resources sets policies to guide DNR's management of the state's lands and resources. The Board has several responsibilities under its purview, including:

- Trust land timber sales
- Sales, exchanges, or purchases of trust lands
- Establishment of overall policy to guide sustainable forestry on Trust Lands, including setting a sustainable harvest level

By statute, the members, who represent the major beneficiaries of state trust lands, are:

- Commissioner of Public Lands
- Governor or designee
- Superintendent of Public Instruction
- County commissioner from a county with State Forest Trust lands
- Director, School of Environmental and Forest Sciences, University of Washington
- Dean, College of Agriculture, Human, and Natural Resource Sciences, Washington State University

The Commissioner of Public Lands is a statewide-elected official who directs the day-to-day management and operation of DNR. The agency's authorities and responsibilities come from numerous sources, including the federal Enabling Act, the State Constitution, and state statute.

Any initiatives in this plan related to the Board's responsibilities will be managed in a manner consistent with the Board's authority and purview.

## OVERVIEW OF THE STRATEGIC PLAN UPDATE

This is an update of DNR's Strategic Plan, published in April 2010, covering the period 2010-2014. Many of the main directions established in the original plan are continuing. However, as time has passed, many of the tasks identified in the original plan have been accomplished, and new challenges have arisen.

The plan's content has been adapted to meet these changing needs: tasks that have been accomplished or are now less relevant have been removed or de-emphasized; tasks that address new challenges have been added; and content has been adjusted to reflect lessons learned during the past five years.

This document is organized around seven major goals that encompass the diverse responsibilities under DNR's authority. Each goal lays out strategic initiatives that show the direction the department will pursue and identifies some of the programs that will carry us there.

This update refreshes the strategic direction that DNR will need to meet challenges the agency will face over the next three years, while laying the groundwork for meeting future needs.





Table Mountain Natural Resources Conservation Area (NRCA), located within the Columbia River Gorge National Scenic Area, contains relatively undisturbed examples of upland and wetland forests, mountain meadows, and rare plant populations. The NRCA program was established by the Legislature in 1987 and is under DNR management to protect outstanding examples of native ecosystems.







## DNR AND TRIBES WORKING TOGETHER

**T**he Washington State Department of Natural Resources acknowledges the special relationship that Native American cultures have long had with natural areas and resources. Our shared commitment to protecting natural resources through government-to-government relationships with tribes is based on mutual respect and trust. It is the intention of the Department to recognize and honor our shared capacity to resolve problems together through a free exchange of ideas and solutions, guided by respect for sovereignty, sustainable use, sound science, and a deep and abiding respect for traditional knowledge and cultural values.

There are currently 29 federally recognized tribes in the state of Washington and several others who are not federally recognized but who have a long history and presence in the state. Each tribe has a unique legal and political history, and unique cultures and language.

### WHAT WE HAVE DONE: 2010 TO PRESENT

In carrying out our shared commitment with tribes to protect natural resources through government-to-government relationships, DNR has:

- Issued a Commissioner's Order on Tribal Relations, developed in collaboration with tribal leadership; implementation is ongoing
- Incorporated recognition of tribal sovereignty into DNR programs, projects, and policies while continuing to consult with tribes in additional areas
- Accomplished acquisition of the Teanaway Community Forest and planned for this forest's future with input from DNR's tribal partners
- Advanced the creation of Natural Area Preserves and conservation areas, implemented coastal marine spatial planning, carried out aquatic restoration, and planned recreational opportunities with the consultation and support of local tribal communities
- Repaired fish passage barriers and carried out other stream habitat restoration actions in consultation with affected tribes

### INTO THE FUTURE, WE WILL:

Continue to conduct effective and efficient agency outreach through periodic meetings, including:

- Tribal Summits
- Tribal meetings at regional and individual levels
- Participation in Annual Centennial Accord meetings and other tribal government/state agency meetings

Streamline DNR's policies and practices concerning tribes through consultation and communication to assure:

- Access for traditional cultural practices
- Preservation of and respect for cultural resources





## GOALS & STRATEGIC INITIATIVES SUMMARY

### GOAL 1

#### MANAGE STATE-OWNED LANDS FOR ECONOMIC AND ECOLOGICAL SUSTAINABILITY

- A. Ensure Diverse and Sustainable Revenues from State Lands
- B. Sustainably Manage Forested Trust Lands
- C. Sustainably Manage State-Owned Aquatic Lands
- D. Sustainably Manage Agricultural Trust Lands
- E. Ensure Opportunities for Sustainable Recreation and Appropriate Public Use of State Lands

### GOAL 2

#### PROTECT AND MAINTAIN WORKING FORESTLANDS, HABITATS, AND OTHER NATURAL RESOURCES

- A. Protect Washington's Communities and Natural Resources from Wildfire and other Natural Hazards
- B. Improve Washington's Ability to Understand and Plan for Natural Hazards
- C. Increase Restoration, Forest Health, and Wildfire Hazard Reduction Treatments across Eastern Washington Forests Regardless of Ownership
- D. Build Partnerships to Retain Working Forestlands
- E. Maintain and Improve a Statewide System of Terrestrial and Aquatic Reserves that Protect Biodiversity, Key Habitats, and Species

### GOAL 3

#### DELIVER EXEMPLARY PUBLIC RESOURCE PROTECTION THROUGH THE FOREST PRACTICES PROGRAM

- A. Support DNR staff with Improved Tools and Resources to Consistently Implement, Ensure Compliance with, and Enforce the Forest Practices Rules
- B. Achieve a Compliance Rate of 90 Percent or Greater for All Riparian, Unstable Slopes, and Road Prescriptions
- C. Ensure Forest Practice Activities Do Not Increase the Naturally-Occurring Risk, Frequency, or Severity of Landslides
- D. Deliver a Well-Funded, Functioning Adaptive Management Program
- E. Develop and Implement a Statewide Programmatic Safe Harbor Agreement to Provide Strategically Significant Additions to Northern Spotted Owl Habitat

### GOAL 4

#### CLEAN UP, RESTORE, AND SUSTAINABLY MANAGE PUGET SOUND

- A. Undertake Resource Management Actions that Protect and Restore Habitats, Water Quality, and Ecological Function in Puget Sound
- B. Advance Strategic Partnerships for Puget Sound Recovery
- C. Coordinate Delivery of DNR Programs to Support Recovery of Puget Sound

### GOAL 5

#### MITIGATE AND ADAPT TO A CHANGING ENVIRONMENT AND CLIMATE

- A. Design Climate Adaptation Strategies in Major Areas of DNR Management Responsibility
- B. Develop Ocean Acidification Mitigation and Adaptation Strategies
- C. Encourage Clean, Renewable Energy Development on State Lands and with State Resources
- D. Continue to Reduce DNR's Carbon Footprint
- E. Position DNR to Participate in Carbon Markets

### GOAL 6

#### RECRUIT, DEVELOP, AND RETAIN HIGHLY SKILLED AND MOTIVATED EMPLOYEES

- A. Recruit and Retain Qualified Employees who Demonstrate Commitment to DNR's Mission
- B. Foster Employees' Professional Development Opportunities within DNR
- C. Implement the Diversity Action Plan

### GOAL 7

#### ENSURE THAT DNR IS A WELL-MANAGED AGENCY THAT PROVIDES EXCELLENT PUBLIC SERVICE AND VALUE

- A. Strengthen DNR's Safety Culture
- B. Reinforce Accountability for Commitments and Responsibilities
- C. Demonstrate Innovative, Efficient, and Effective Management of State Resources
- D. Improve DNR's Long-Term Financial Stability
- E. Strengthen Internal and External Communications
- F. Establish an Agency-Wide Records Management Program



A photograph of a lush forest with two large, moss-covered tree trunks in the foreground and a dense canopy of green foliage in the background.

**MANAGING  
THE STATE'S LANDS  
AND THEIR ASSETS TO  
MEET THE NEEDS OF  
CURRENT GENERATIONS,  
WHILE MAINTAINING  
THE CAPACITY OF THESE  
LANDS TO MEET THE  
NEEDS OF FUTURE  
GENERATIONS, IS  
THE FUNDAMENTAL  
LAND MANAGEMENT  
CHALLENGE  
FOR DNR.**





## GOAL

## 1

## Manage State-Owned Lands for Economic and Ecological Sustainability

### OVERVIEW

The Washington State Department of Natural Resources manages 5.6 million acres of state-owned forest, agricultural, range, aquatic and conservation lands. Approximately 3 million acres of these lands have been designated in the State Constitution or statute to provide revenue in perpetuity to specific designated beneficiaries, including K-12 public schools, universities, and other state institutions.

In managing these trust lands, the agency is guided by its fiduciary trust obligations, originating in Washington State's Federal Enabling Act and the State Constitution. The legal duties of this perpetual trust include acting with undivided loyalty to the interests of the trust beneficiaries; exercising reasonable care and prudence in the management of the trust assets; and displaying impartiality toward present and future generations of trust beneficiaries.

Another 2.6 million acres of state-owned aquatic lands are held in a public trust for the people of Washington. DNR is directed by statute to manage these state-owned aquatic lands to:

- Encourage public use and access
- Foster water-dependent uses
- Ensure environmental protection
- Promote production of renewable resources, such as shellfish
- Generate income from use of aquatic lands, consistent with these management goals

In addition to the upland and aquatic lands under DNR's stewardship, state law requires the department to manage certain other lands, such as natural areas, to provide various benefits to the people of the state of Washington.

Alongside the designated beneficiaries that depend upon revenues flowing from state trust lands, a great diversity of others care about and are tied to state lands and resources. These include tribal governments with their long history of stewardship

of these lands; renewable natural resource industries such as forest products, shellfish growers, farmers and orchardists; conservation groups dedicated to the protection of healthy ecosystems and habitat for the many plant and animal species that depend upon them; and all manner of outdoor recreationists, in addition to the broader population of Washington State that relies on public lands to provide clean water and vibrant natural habitat.

Managing the state's lands and their assets to meet the needs of current generations, while maintaining the capacity of these lands to meet the needs of future generations, is the fundamental land management challenge for DNR.

Goal I outlines specific strategies to sustainably manage state-owned lands, ensuring the long-term health and productivity of our natural environment. Some of the key initiatives in this goal are to:

- Ensure that all DNR leasing programs are delivering revenues that are economically and ecologically sustainable
- Manage state forestlands for multiple economic benefits and ensure that this management meets broadly-accepted best practices for sustainability
- Expand a representative network of aquatic reserves and other aquatic lands that protect important native ecosystems
- Prioritize sustainable use and conservation of valuable water resources on state agricultural lands
- Continue implementation of DNR's Habitat Conservation Plan and finalize the Aquatic Habitat Conservation Plan, the Marbled Murrelet Long-Term Conservation Strategy, and the Olympic Experimental State Forest Land Plan
- Develop a sustainable public use and recreation program that allows the continued use of DNR-managed lands for appropriate recreation uses



## Goal 1

### Manage State-Owned Lands for Economic and Ecological Sustainability

A	ENSURE DIVERSE AND SUSTAINABLE REVENUES FROM STATE LANDS		LEAD
	1	Conduct long-term planning of the timber sales program to deliver sustainable revenue	PRODUCT SALES
	2	Maintain healthy, productive, and resilient forests through continued reforestation and active management of forested State Trust Lands	SILVICULTURE
	3	Pursue opportunities to broaden revenue sources from non-timber forest products and services	PRODUCT SALES; RECREATION; POLICY
	4	Modernize agricultural leasing requirements and management practices	AGRICULTURAL LEASING
	5	Deliver sustainable revenue from the aquatic leasing program	AQUATICS
B	SUSTAINABLY MANAGE FORESTED STATE TRUST LANDS		LEAD
	1	Successfully implement the Habitat Conservation Plan, including completion of the Marbled Murrelet Long-term Conservation Strategy and the Olympic Experimental State Forest Land Plan	FOREST RESOURCES
	2	Manage timber harvest from forested State Trust Lands in a manner consistent with accepted best practices for sustainability, and demonstrate that through third-party certification	PRODUCT SALES; FOREST RESOURCES
	3	Improve forest health conditions on forested lands	PRODUCT SALES; FOREST RESOURCES
	4	Complete all Road Maintenance and Abandonment Plan (RMAP) projects, and maintain an environmentally sustainable road network on Forested Trust Lands	FOREST ROADS



### Management and Certification

Forest certification is a tool used by many land managers to demonstrate to the wood products market and other interested parties that their forestry activities are conducted in a manner that maintains the forest's biodiversity, productivity, and ecological processes.

DNR's forestry operations are certified under two organizations: the Forest Stewardship Council® (FSC®) and the Sustainable Forestry Initiative® (SFI®). Both certification systems involve audits of forest management activities by accredited, independent third-party teams of experts against the standards of the respective organizations.

Currently, all forested State Trust Lands are certified under SFI. In addition, 172,000 acres are also certified under FSC.

DNR is committed to maintaining third-party forest certification across all DNR-managed forested State Trust Lands. DNR is working with FSC to generate more direct benefit to trust beneficiaries from FSC certification, which could justify expansion of the program to more forested State Trust Lands.



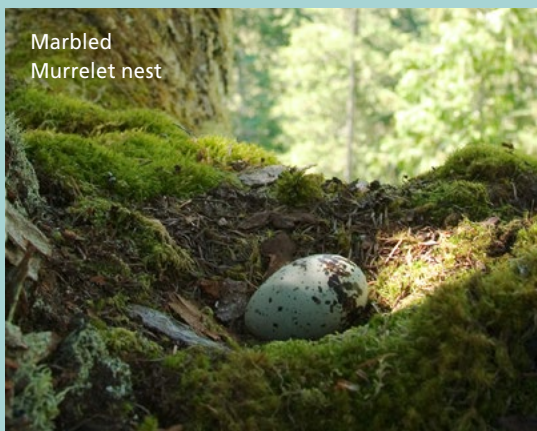


## HABITAT CONSERVATION PLANS AND ENDANGERED SPECIES

To clarify how landowners could use their lands in a manner compatible with the requirements of the Endangered Species Act, Congress amended the Act in 1983 to promote “creative partnerships between the public and private sectors and among governmental agencies in the interest of species and habitat conservation.” The amendment authorized landowners to apply for an “Incidental Take Permit” so that they could engage in otherwise lawful land management activities that may harm an ESA-listed species or its habitats.

The amendment required landowners seeking a permit to develop a Habitat Conservation Plan (HCP) that outlined what they would do to “minimize and mitigate” the impacts of the permitted ‘take’ on the listed species. HCPs are intended to offset harm to listed species that may result from management activities by implementing conservation measures on the lands covered by the HCP. As a result, HCPs have become a constructive way to involve landowners in the conservation of endangered species habitat.

DNR currently has three established HCPs and a fourth in production.



Marbled  
Murrelet nest

### State Trust Lands HCP

The State Trust Lands HCP guides DNR’s management on approximately 1.8 million acres of forested trust lands. Through this HCP, the department takes conservation actions on the lands it manages to provide habitat for both listed and unlisted species, including the northern spotted owl, marbled murrelet, salmon, and other species. By providing conservation at the landscape scale, the HCP provides DNR with greater certainty, flexibility, and stability in meeting its legal responsibilities to generate sustainable revenue for trust beneficiaries through activities such as harvesting timber.

### State Forest Practices HCP

Forestry activities on all non-federal, non-tribal lands in Washington State are regulated by the Forest Practices Act and associated rules. Implementation of the Forest Practices HCP protects habitat for certain aquatic and riparian-dependent listed species on more than 9 million acres of state and private forestlands and so meets requirements of both the federal Endangered Species Act and federal Clean Water Act. Through the HCP, the state of Washington seeks to provide long-term conservation of habitat for species covered by the federal acts, support an economically viable timber industry, and create regulatory stability for state and private landowners.

### Geoduck Wildstock Fishery HCP

In response to federal Endangered Species Act listings of certain fish and wildlife species, DNR developed the Geoduck Wildstock Fishery HCP to guide the harvest and other management activities of the wild stock geoduck fishery which DNR manages. The HCP provides a science-based adaptive management program to ensure the state meets its obligations under the Endangered Species Act and the Magnuson-Stevens Fisheries Conservation and Management Act. It also ensures that DNR meets specific fishery management goals to: ensure biological sustainability, maintain stable and orderly harvests, provide maximum benefits to citizens, minimize adverse impacts to shoreline residents, and ensure effective enforcement of state geoduck harvest rules.

### State-owned Aquatic Lands HCP

The Aquatic Lands HCP will formalize DNR’s efforts to conserve and enhance aquatic habitats while providing a framework for managing state-owned aquatic lands. In addition to protecting sensitive, threatened, and endangered species that depend on the aquatic habitat, the Aquatic Lands HCP will ensure that certain activities authorized by DNR, such as leasing for marinas and aquaculture, can continue while avoiding and minimizing impacts to endangered species. By committing to the conservation strategies in the HCP, DNR and those who lease state-owned aquatic lands from the department will receive federal assurances of compliance with the Endangered Species Act. In 2014, the draft HCP and the accompanying Environmental Impact Statement and Interagency Agreement will be submitted for public review.



## Goal 1

### Manage State-Owned Lands for Economic and Ecological Sustainability

<b>C</b>	<b>SUSTAINABLY MANAGE STATE-OWNED AQUATIC LANDS</b>	<b>LEAD</b>
1	Complete and implement the Aquatic Habitat Conservation Plan by September 2015	<b>AQUATICS</b>
2	Expand a network of aquatic reserves on state-owned aquatic lands that protect important native ecosystems	<b>AQUATICS</b>
3	Improve public access to state-owned aquatic lands	<b>AQUATICS</b>
<b>D</b>	<b>SUSTAINABLY MANAGE AGRICULTURAL TRUST LANDS</b>	<b>LEAD</b>
1	Review and revise management strategies for agricultural lands to address the effects of a changing climate and environment	<b>AGRICULTURAL LEASING</b>
2	Prioritize protection, conservation, and sustainable use of water resources	<b>AGRICULTURAL LEASING</b>
3	Conduct a review of the department's grazing program to address the long-term sustainability of the resources and habitats of these lands	<b>AGRICULTURAL LEASING</b>
<b>E</b>	<b>ENSURE OPPORTUNITIES FOR SUSTAINABLE RECREATION AND APPROPRIATE PUBLIC USE OF STATE LANDS</b>	<b>LEAD</b>
1	Update strategies that guide recreation planning and management on state lands	<b>RECREATION</b>
2	Update relevant recreation policies to provide clarity for the public	<b>RECREATION</b>
3	Appropriately balance agency resources between implementing existing recreation plans and initiating new recreation planning in landscapes without plans	<b>RECREATION</b>

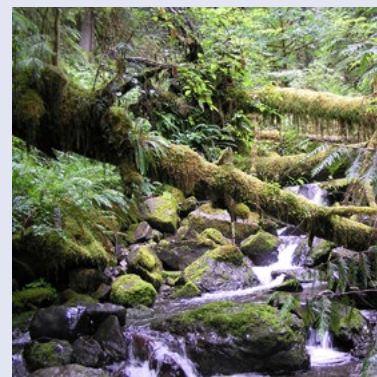


### Sustainable Recreation

Each year, an estimated 11 million people visit DNR-managed lands for recreation. With 143 developed recreation sites, over 1,100 miles of trail, and 2.2 million acres of forestland, DNR-managed lands offer opportunities to nearly every type of recreational user – from hiking and hunting, to off-road vehicle and horseback riding. There is every indication that recreational use on DNR-managed lands will continue to grow. Securing sustainable funding for maintenance of recreational sites is a priority.

Through partnerships with a variety of non-profit partners and stakeholders, DNR will continue to enhance recreational opportunities that are compatible with the department's primary responsibilities to the trust beneficiaries. Partnerships help to involve recreationists in good stewardship of DNR-managed lands.





▲ State Trust Lands provide habitat for native plants and animals, protect clean water, and offer public recreation and economic opportunities for the people of Washington State.





**DNR IS THE  
STATE'S LARGEST  
ON-CALL FIRE  
DEPARTMENT, WITH  
HUNDREDS OF PEOPLE  
TRAINED AND AVAILABLE  
TO BE DISPATCHED  
TO WILDFIRES WHEN  
NEEDED.**

The St. Mary's Mission Road Fire burned 16,840 acres in Okanogan County in October 2011 before crews from the Colville Agency, Okanogan County fire districts, Okanogan County Sheriff's Department, U.S. Forest Service and DNR brought it under control.







## GOAL

## 2

## Protect and Maintain Working Forestlands, Habitats, and Other Natural Resources

### OVERVIEW

In addition to DNR's direct management of 5.6 million acres of state lands, the agency has broad statutory responsibilities for natural resources management that extend across multiple land ownerships and a larger geography. To carry out these responsibilities, DNR activities include:

- Managing the state's largest wildland firefighting force—1,200 permanent and temporary employees who fight fires on nearly 13 million acres of private and state-owned forestlands.
- Working to maintain and improve forest health across all non-federal, non-tribal forestlands in Washington – DNR has been given responsibility by the legislature to implement a comprehensive program to improve forest health statewide.
- Maintaining a statewide system of natural areas that protect Washington's biological diversity, including 90 designated Natural Area Preserves and Natural Resources Conservation Areas, covering some 152,000 acres.

Each of these activities is critical to the state's ability to protect and maintain Washington's natural assets and natural infrastructure. Some of the key initiatives under Goal 2 are:

- Improve our ability to protect Washington's communities and natural resources from wildfire and other natural hazards
- Accelerate restoration, forest health, and wildfire hazard reduction treatments across all forests in Eastern Washington
- Build new partnerships to tackle the continuing loss and conversion of working forestlands into other uses
- Maintain and improve DNR's system of Natural Area Preserves and Natural Resources Conservation Areas to protect the state's biological diversity



▲ Plants, animals, and insects are frequently studied in the unique habitats protected by DNR's Natural Area Preserves, including the Camas Meadows NAP.



## Goal 2

### Protect and Maintain Working Forestlands, Habitats, and Other Natural Resources

A	PROTECT WASHINGTON'S COMMUNITIES AND NATURAL RESOURCES FROM WILDFIRE AND OTHER NATURAL HAZARDS	
		LEAD
	1	Coordinate and target efforts to minimize human-caused wildfire starts <b>FIRE PREVENTION</b>
	2	Suppress wildfires safely, efficiently, and cost-effectively <b>FIRE REGULATION</b>
	3	Increase forest landscapes' resilience to fire, insects, and disease <b>FIRE PREVENTION; FOREST HEALTH</b>
	4	Support improved management of Washington communities' trees and native vegetation <b>URBAN &amp; COMMUNITY FORESTRY</b>
	5	Improve DNR's capabilities to respond to complex incidents and disasters <b>EMERGENCY PREPAREDNESS PROGRAMS</b>



### Fire Suppression

As the largest on-call fire response agency in Washington, DNR protects almost 13 million acres of land from the potential damage of wildfire. DNR focuses on prompt, initial attacks to extinguish fires before they grow to safeguard the public, and minimize costs. DNR's goal is to contain 95 percent of fires to fewer than 10 acres in size. DNR uses a fleet of rugged fire engines and refurbished, federal surplus helicopters to deliver water and fire retardants. In addition to fire suppression, DNR emphasizes fire prevention, fuel reduction, firefighter training, investigation of cause, and pursuit of cost recovery from persons who start forest fires.

DNR partners with the Department of Corrections to rehabilitate offenders by training and employing inmates from minimum-security facilities as fire crew members. Large complex fires are managed by interagency teams of firefighters from DNR, other states, federal agencies, and local fire districts, along with locally-contracted resources.







## Goal 2

### Protect and Maintain Working Forestlands, Habitats, and Other Natural Resources

#### B

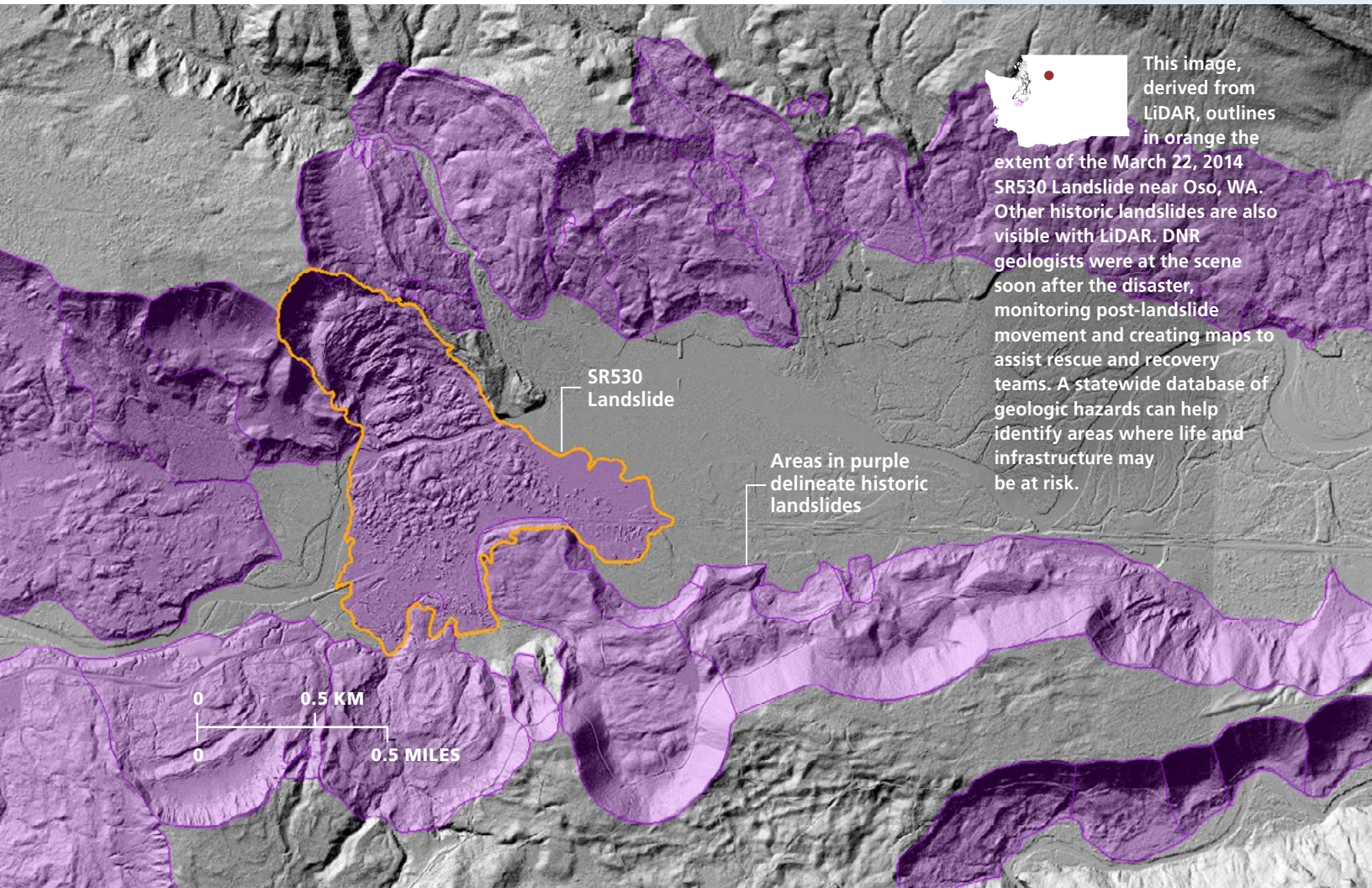
#### IMPROVE WASHINGTON'S ABILITY TO UNDERSTAND AND PLAN FOR NATURAL HAZARDS

##### LEAD

- |   |  |                                      |
|---|--|--------------------------------------|
| 1 | Work with the legislature to obtain sufficient resources to collect essential geologic information, including LiDAR data, and develop a statewide database to facilitate the assessment of geological hazards            | <b>GEOLOGY &amp; EARTH RESOURCES</b> |
| 2 | Provide technical assistance, as resources allow, to state and local government agencies on interpretation and application of geologic hazards information   | <b>GEOLOGY &amp; EARTH RESOURCES</b> |
| 3 | Work with local governmental partners to conduct outreach to inform the public of geologic hazards. As part of this effort, update and maintain publicly accessible geologic information using appropriate technologies. | <b>GEOLOGY &amp; EARTH RESOURCES</b> |
| 4 | Ensure DNR has capability to respond to complex geologic incidents and disasters   | <b>GEOLOGY &amp; EARTH RESOURCES</b> |



DNR provides information to the public, government, and industry about the nature of the lands around us and associated natural hazards. We monitor, assess, and research causes of earthquakes, landslides, and volcanoes—critical information for both government and private sector planners working to reduce the human and financial effects of natural hazards.







## Goal 2

### Protect and Maintain Working Forestlands, Habitats, and Other Natural Resources

C	INCREASE RESTORATION, FOREST HEALTH, AND WILDFIRE HAZARD REDUCTION TREATMENTS ACROSS EASTERN WASHINGTON FORESTS, REGARDLESS OF OWNERSHIP	LEAD
1	Provide leadership to achieve increased, coordinated treatment actions across all land management boundaries, achieving 200,000 acres per year	FOREST HEALTH; FOREST RESOURCES; POLICY
2	Convene the Forest Health Technical Advisory Committee to evaluate the need for additional Forest Health Hazard Warning Area designations	EXECUTIVE MANAGEMENT
3	Prioritize limited resources to conduct treatments in areas that will have the greatest benefit	FOREST HEALTH; FOREST RESOURCES
4	Create and acquire funding for a Forest Corps workforce that puts youth and returning military veterans to work in the woods	EXECUTIVE MANAGEMENT
5	Maintain and expand markets for an array of forest products to support restoration	PRODUCT SALES AND LEASING; POLICY



HEALTHY,  
RESILIENT FOREST  
AFTER THINNING



**DNR  
FOREST HEALTH HAZARD  
WARNING AREAS**



**Mountain pine beetle**  
(*Dendroctonus ponderosae*)  
can infest all species of  
pine in Washington. The

Western spruce budworm also is a problem in parts of the forest health hazard warning areas.



This house was saved from a wildfire because the landowner took action to reduce fuels around the home (defensible space).





## FOREST HEALTH

A significant part of the Eastern Washington forested landscape is at an elevated risk of large, severe wildfires and outbreaks of parasitic insects or disease. The causes of this elevated risk include past forest management practices, the interruption of historical fire regimes and the role that wildfires played in the natural regeneration of forests, and changes in the climate. While Washington's forests have always been affected by insects, wildfires, and extremes in weather, in recent decades, these disturbances have become more widespread, more intense, and longer lasting.

- The average acreage of trees that have been killed or damaged by forest insects and diseases over the decade of the 2000s—1.3 million per year—is 150 percent greater than in the 1990s, and double the average in the 1980s
- Projections indicate that significantly elevated tree-kill is likely to occur across 2.8 million acres in Eastern Washington over the next 15 years—roughly one-third of the entire forest landscape
- Among the nearly 9 million acres of forested land in Eastern Washington, 70 percent is at a moderate or high degree of “departure” from historical average conditions. In many cases, this means that when these areas experience wildfire, these fires will have a greater potential to be large and severe

Many forests have become overcrowded with small trees, are comprised of less fire and insect-resistant tree species, and have lost the patchwork pattern and diversity that can both slow the spread of damaging fire and insect outbreaks.

The effects of a changing environment and climate are projected to exacerbate recent trends. Average annual acreage burned in wildfires, for example, is projected to double by the 2020s and increase nearly five-fold by the 2080s.

Commissioner Goldmark has responded to these threats with the designation of two Forest Health Hazard Warning areas. Since 2008, DNR has secured \$19.4 million in supplemental funding from the State Legislature and the US Forest Service to accelerate management actions on forested state trust lands and assist private forest landowners with thinning treatments.

Careful application of tree thinning, brush removal and disposal, and prescribed fire treatments can restore forest stand conditions to a state of greater resiliency against these stressors.

Mountain pine beetle (*Dedroctonus ponderosae*) can infest all species of pine in Washington. Shown are lodgepole pine, killed by mountain pine beetle in the Loomis State Forest.



**A CHANGING ENVIRONMENT AND CLIMATE ARE PUTTING MILLIONS OF FORESTED ACRES IN WASHINGTON STATE AT HIGHER RISK OF DISEASE, INSECT INFESTATION AND WILDFIRE.**





## Goal 2

### Protect and Maintain Working Forestlands, Habitats, and Other Natural Resources

<b>D</b>	<b>BUILD PARTNERSHIPS TO RETAIN WORKING FORESTLANDS</b>	<b>LEAD</b>
1	Develop and implement the Teanaway Community Forest Management Plan	<b>EXECUTIVE MGMT</b>
2	Expand the number of designated forests in the Community Forest Trust Program	<b>POLICY</b>
3	Work in partnership to identify and advance policies and programs that encourage retention of working forests	<b>POLICY</b>
4	Work with the legislature to increase DNR's capacity to support family forest landowners through the Small Forest Landowner Office	<b>EXECUTIVE MANAGEMENT; FOREST PRACTICES</b>
<b>E</b>	<b>MAINTAIN AND IMPROVE A STATEWIDE SYSTEM OF TERRESTRIAL AND AQUATIC RESERVES THAT PROTECT BIODIVERSITY, KEY HABITATS, AND SPECIES</b>	<b>LEAD</b>
1	Manage Natural Area Preserves and Natural Resources Conservation Areas to protect at-risk ecosystems and species	<b>NATURAL AREAS</b>
2	Establish an ecosystem-based network of state-owned aquatic lands to maintain aquatic biodiversity	<b>AQUATICS</b>
3	Provide a strong scientific basis for the identification, development, and protection of natural areas on other public and private lands	<b>NATURAL HERITAGE</b>

#### FAMILY FOREST LANDOWNERS

DNR is committed to helping family forest landowners keep their lands in forestry. This ensures the benefits they provide—fish and wildlife habitat, clean water, green landscapes, and wood products for the state's economy and communities—are not lost due to growing development pressure. DNR efforts include working with the legislature to:

- Secure stable funding for Forestry Riparian Easement and Family Forest Fish Passage Program projects
- Increase the availability of regulatory assistance services for completing Forest Practices Applications, layout and management planning
- Complete an assessment of family forest landowner roads' fish passage barriers and potential for sediment delivery



#### Retention of Working Forests in Washington

Washington's working forests are being converted to non-forest uses at a disturbing rate. In Western Washington, about 17 percent of all working forestlands were converted to other uses between 1988 and 2004. The University of Washington estimates that up to 25,000 acres of working forests are converted each year in the Puget Sound Basin.

The primary factors driving forestland conversion in Western Washington are population growth, urbanization, and the economic pressures felt by private forest landowners to sell their lands for the "highest and best use" – namely, residential and commercial development.

As working forests disappear, we feel the impacts in many ways:

- Loss of jobs, mill infrastructure, and associated economic effects
- Reduced resilience to a changing climate
- Impaired services provided by forests, such as clean water and clean air
- Increased pollution of streams and downstream water bodies, such as Puget Sound
- Loss of recreational opportunities

Stemming the loss of working forestlands requires enhancing the policy and economic framework within which forest landowners make their decisions whether to retain or convert their lands



## COMMUNITY FOREST TRUST

**T**he Community Forest Trust (CFT) was established by the legislature in 2011 at the request of Commissioner Goldmark. The CFT was designed to prevent the conversion of working forests into residential, commercial, or industrial uses by engaging with local communities to protect forests that matter to them. The law gives communities a say in how CFT forests are managed through participation in an ongoing Community Forest Advisory Committee and related community engagement processes.

Over the next few years, DNR will work with stakeholders to complete the first management plan for the Teanaway Community Forest, acquired in 2013 (see below); identify and seek funding for additional community forests; and continue to support the development of a robust CFT program with established standards, guidelines, and funding.

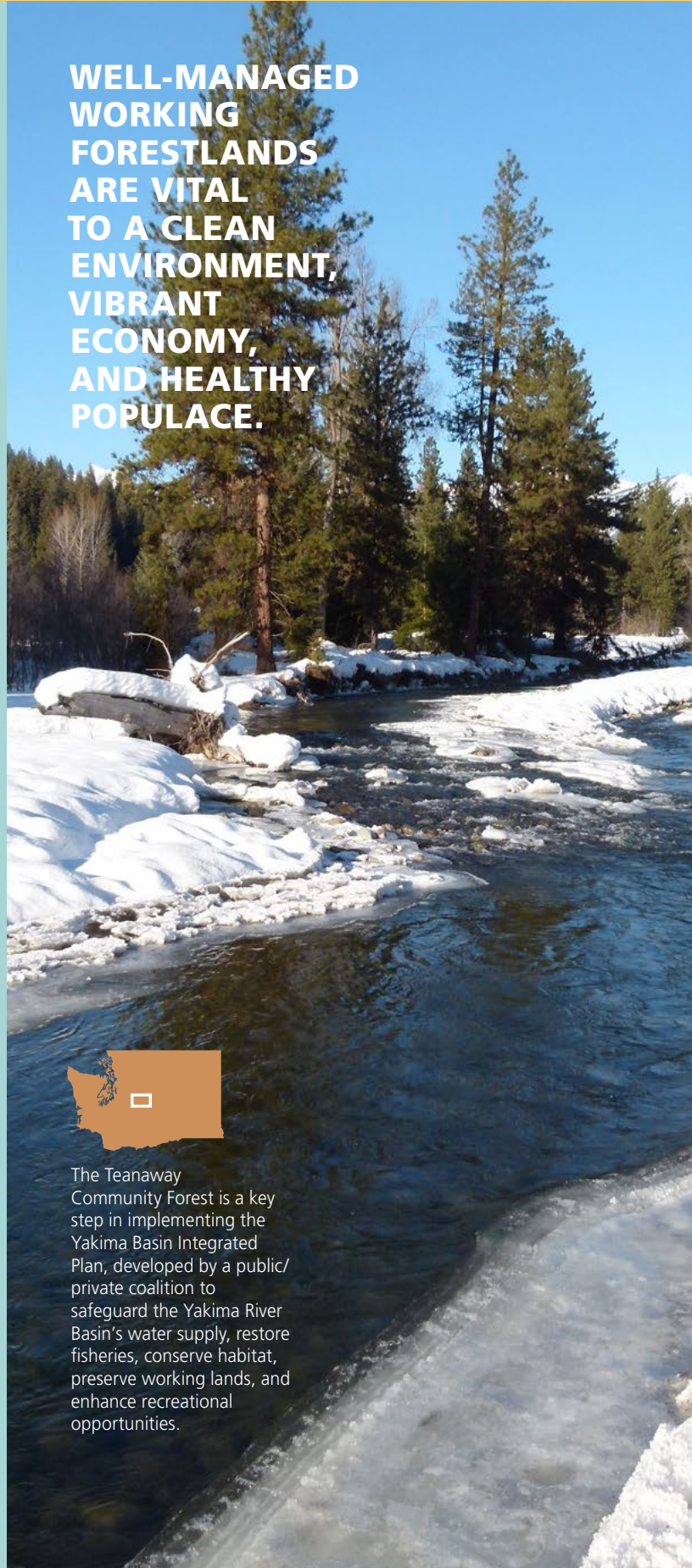
### TEANAWAY COMMUNITY FOREST REFLECTS MORE THAN A DECADE OF COLLABORATION

On October 1, 2013, DNR completed the purchase of 50,272 acres in the Teanaway River Valley, creating Washington's first state-managed community forest: the Teanaway Community Forest. This was the largest single state land acquisition in 45 years, made possible by a 2013 legislative appropriation and the efforts of numerous organizations and individuals.

Located in Kittitas County at the headwaters of the Yakima Basin watershed, the acquisition is a key step in implementing the Yakima Basin Integrated Plan, a plan developed by a coalition of public and private organizations to increase the basin's water supply, restore fisheries, conserve habitat, preserve working lands, and enhance recreational opportunities.

The Teanaway Community Forest will be managed through a partnership between DNR and Washington Department of Fish & Wildlife (WDFW), with input from an advisory board made up of the local community and interested stakeholders.

**WELL-MANAGED  
WORKING  
FORESTLANDS  
ARE VITAL  
TO A CLEAN  
ENVIRONMENT,  
VIBRANT  
ECONOMY,  
AND HEALTHY  
POPULACE.**



The Teanaway Community Forest is a key step in implementing the Yakima Basin Integrated Plan, developed by a public/private coalition to safeguard the Yakima River Basin's water supply, restore fisheries, conserve habitat, preserve working lands, and enhance recreational opportunities.





**DNR'S  
COMPLIANCE  
MONITORING  
PROGRAM STAFF  
MEASURE PERMITTEES'  
SUCCESS WITH  
IMPLEMENTING  
FOREST PRACTICES  
RULES.**







## GOAL 3

# Deliver Exemplary Public Resource Protection through the Forest Practices Program

## OVERVIEW

DNR regulates forestry activity on all non-federal, non-tribal forestlands through administration of rules developed by the state Forest Practices Board.

Pursuant to the state Forest Practices Act, the Forest Practices Board, an independent state agency, adopts Forest Practices rules. These rules set out standards for logging, road construction, and other work that protect public resources such as water, fish and wildlife, while also maintaining a viable timber industry. Current rules reflect a series of historic, collaborative commitments among agencies, tribes, local governments, forest landowners and stakeholders to protect and restore salmon, aquatic-dependent species, water quality and other resources. These include the 1987 Timber/Fish/Wildlife Agreement, the 1999 Forests and Fish Agreement and state Salmon Recovery Act, and the 2006 Forest Practices Habitat Conservation Plan. Forest Practices Rules are under regular review through the Adaptive Management Program.

DNR staffs the Forest Practices Board and is responsible for implementing the rules across some 12 million acres of state and private forestlands.

This goal addresses DNR's implementation of the Forest Practices Rules, recognizing the important roles played by others in this effort, including the Forest Practices Board, state and federal agencies, tribes, forest landowners, and the many stakeholders involved in the Adaptive Management Program.

Activities within this goal seek to:

- Ensure that DNR staff has the tools and resources to consistently implement, ensure compliance with, and enforce the Forest Practices Rules
- Achieve a compliance rate of 90 percent or greater for all riparian, unstable slopes, and road prescriptions
- Ensure forest practice activities do not increase the naturally-occurring risk, frequency, or severity of landslides
- Deliver a well-funded, functioning Adaptive Management Program



▲ DNR's Adaptive Management Program conducts scientific research to inform the Forest Practices Board in exercise of their duties.





## Goal 3

### Deliver Exemplary Public Resource Protection through the Forest Practices Program

<b>A</b>	<b>SUPPORT DNR STAFF WITH IMPROVED TOOLS AND RESOURCES TO CONSISTENTLY IMPLEMENT, ENSURE COMPLIANCE WITH, AND ENFORCE THE FOREST PRACTICES RULES</b>	<b>LEAD</b>
1	Improve permitting workload management and efficiency in the Forest Practices Application process	<b>FOREST PRACTICES</b>
2	Enhance communication and interaction among division and region staff, including biennial region-specific compliance pattern assessments	<b>FOREST PRACTICES</b>
3	Conduct regular training on complex or difficult elements of rule implementation	<b>FOREST PRACTICES</b>
4	Conduct regular reviews of Forest Practices Hydraulic Project implementation to identify and resolve challenges	<b>FOREST PRACTICES</b>
5	Increase the use of technology to achieve improved accuracy, productivity, and efficiency in application submittal, review, documentation and compliance tracking	<b>FOREST PRACTICES</b>
<b>B</b>	<b>ACHIEVE A COMPLIANCE RATE OF 90% OR GREATER FOR ALL RIPARIAN, UNSTABLE SLOPES AND ROAD PRESCRIPTIONS</b>	<b>LEAD</b>
1	Redesign and strengthen the Compliance Monitoring Program	<b>FOREST PRACTICES</b>
2	Pursue innovative compliance strategies for low-performing rule prescriptions that are of high resource importance	<b>FOREST PRACTICES</b>
3	Develop and secure resources to implement a forester and harvest operator certification program with performance linked to incentives, such as expedited permit review processes	<b>FOREST PRACTICES</b>
4	Ensure Road Maintenance and Abandonment Plan deadlines are met and, where applicable, process timely extensions	<b>FOREST PRACTICES</b>



### Forest Practices Board

The Forest Practices Board is an independent state agency chaired by the Commissioner of Public Lands or designee. Established by the 1974 Forest Practices Act, the Forest Practices Board adopts rules that set standards for forest practices, such as timber harvests, pre-commercial thinning, road construction, and forest chemical applications. The rules protect public resources, such as water quality and fish habitat while maintaining a viable timber industry. The Board also provides a Forest Practices Board Manual as a technical supplement to the rules. DNR provides staff support to this board and implements and enforces the forest practices rules the board adopts.



## Goal 3

### Deliver Exemplary Public Resource Protection through the Forest Practices Program

<b>C</b>	<b>ENSURE FOREST PRACTICE ACTIVITIES DO NOT INCREASE THE NATURALLY-OCCURRING RISK, FREQUENCY, OR SEVERITY OF LANDSLIDES</b>	<b>LEAD</b>
1	Work with geology scientists, agencies, stakeholders and the legislature to develop and acquire resources for improved landslide hazard identification and field review of Forest Practices Applications	<b>FOREST PRACTICES</b>
2	Improve screening and detection of existing unstable landforms with the acquisition of light detection and ranging (LiDAR) data and development of additional science-based analysis tools	<b>FOREST PRACTICES</b>
3	Update scientific research and monitoring strategies employed by the Adaptive Management Program to evaluate regulatory protections	<b>FOREST PRACTICES</b>
4	Evaluate Forest Practices Application requirements, and review procedures to assure rule compliance	<b>FOREST PRACTICES</b>
<b>D</b>	<b>DELIVER A WELL-FUNDED, FUNCTIONING ADAPTIVE MANAGEMENT PROGRAM</b>	<b>LEAD</b>
1	Secure funding and implement the accelerated Cooperative Monitoring Evaluation and Research (CMER) master project schedule	<b>FOREST PRACTICES</b>
2	Implement the Clean Water Act strategy for Type N (non-fish bearing) water quality effectiveness evaluation	<b>FOREST PRACTICES</b>
3	Work with the Forest Practices Board to complete development of a permanent water-typing system	<b>FOREST PRACTICES</b>
4	Conduct regular process reform evaluations and fiscal performance reviews in CMER and the TFW Policy Committee	<b>FOREST PRACTICES</b>
<b>E</b>	<b>DEVELOP AND IMPLEMENT A STATEWIDE PROGRAMMATIC SAFE HARBOR AGREEMENT TO PROVIDE STRATEGICALLY SIGNIFICANT ADDITIONS TO NORTHERN SPOTTED OWL HABITAT.</b>	<b>LEAD FOREST PRACTICES</b>



### Improving Forest Practices Compliance

The Forest Practices permitting process involves reviewing Forest Practices Applications, conducting compliance checks of forest practice activities, and taking enforcement actions where necessary.

DNR's compliance monitoring program measures permittees' success with implementing the Forest Practices Rules. Monitoring helps DNR staff detect deviations from the rules that are not detected through routine checks. Monitoring information also helps inform strategies for continuous compliance improvement, problem-solving related to specific noncompliance areas, and identifying rule aspects that may require clarification.

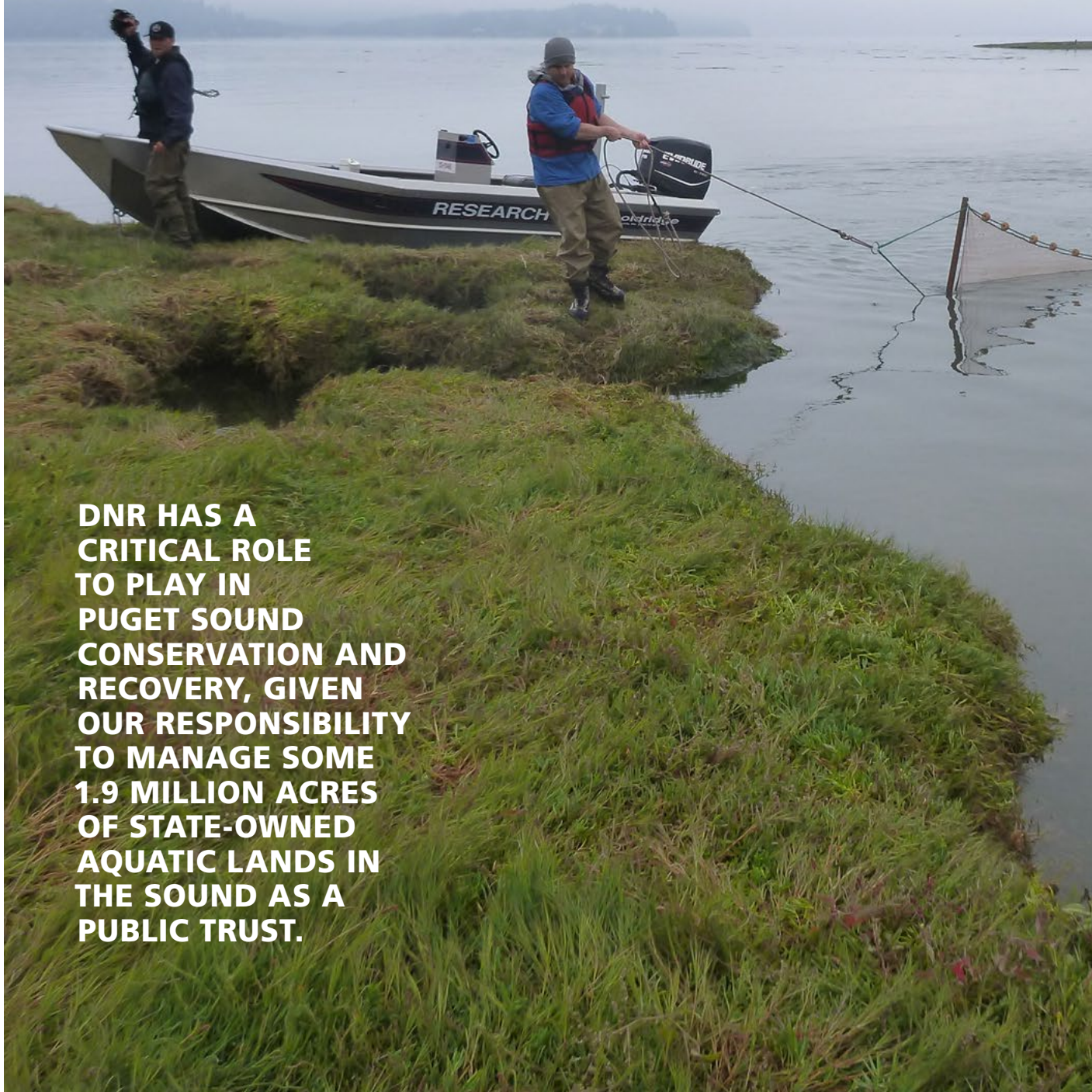
Among the initiatives that will be considered to improve compliance over this plan period are:

- Develop and secure resources to implement a "five-star" certification program for foresters and harvest operators to recognize excellent compliance with Forest Practices Rules
- Implement new and innovative compliance strategies for low-performing rules and management prescriptions that present high resource risks
- Increase the use of technology – such as field-accessible data systems – to achieve improved communication and productivity





Staff from DNR and the Nisqually Indian Tribe work together to monitor and survey fish in the Nisqually Reach Aquatic Reserve.



**DNR HAS A  
CRITICAL ROLE  
TO PLAY IN  
PUGET SOUND  
CONSERVATION AND  
RECOVERY, GIVEN  
OUR RESPONSIBILITY  
TO MANAGE SOME  
1.9 MILLION ACRES  
OF STATE-OWNED  
AQUATIC LANDS IN  
THE SOUND AS A  
PUBLIC TRUST.**



## GOAL

## 4

## Clean Up, Restore, and Sustainably Manage Puget Sound

### OVERVIEW

Considered by many to be the crown jewel of the Pacific Northwest, Puget Sound is one of the most ecologically diverse ecosystems in North America. People are drawn to the Puget Sound basin's outstanding beauty, diverse recreational opportunities, seemingly abundant resources, and economic opportunities. More than 7 million people live in the Puget Sound basin, and that number is expected to reach 9 million by the year 2025.

In 2007, the Washington Legislature established a goal to restore Puget Sound's health by 2020, creating a new agency called the Puget Sound Partnership to bring all interests together to achieve this goal. DNR is one of many federal, tribal, state, and regional partners who have committed to work towards the 2020 recovery goal.

DNR has a unique role to play in this collective effort, given our responsibility to manage 2.6 million acres of state-owned aquatic lands as a public trust. Aquatic lands include navigable lakes, rivers, streams, and marine waters, including some 1.9 million acres in Puget Sound. Maintaining and restoring healthy aquatic lands is integral to the success of the Puget Sound effort. In addition, DNR's responsibilities for state forested lands, private forestry regulation, resource protection, and protection of natural areas in the uplands of the Puget Sound basin are all important in the collective effort to protect and restore this magnificent natural asset.

Some of the key initiatives of Goal 4 are:

- Prioritize and implement DNR resource management actions that have the highest impact on habitats, water quality, and ecological function in Puget Sound
- Align relevant DNR programs in geographic areas to produce greater recovery results
- Participate with partners in regional efforts, including Puget Sound Partnership activities
- Continue to implement the Puget SoundCorps Program



▲ DNR is working in Puget Sound to remove a legacy of toxic, creosote-treated pilings, docks and piers, such as this project in Budd Inlet in Olympia.

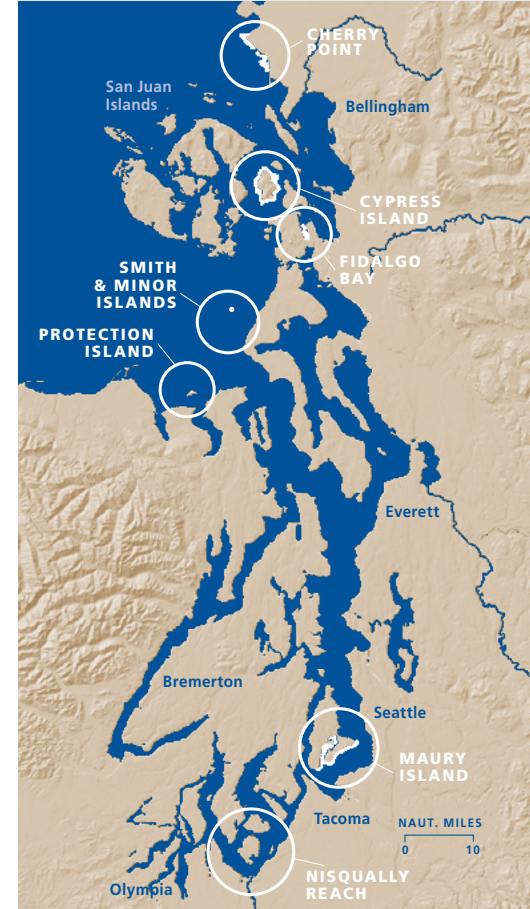




## Goal 4

### Clean Up, Restore, and Sustainably Manage Puget Sound

<b>A</b>	<b>UNDERTAKE RESOURCE MANAGEMENT ACTIONS THAT PROTECT AND RESTORE HABITATS, WATER QUALITY, AND ECOLOGICAL FUNCTION IN PUGET SOUND</b>	<b>LEAD</b>
1	Expand a representative network of aquatic reserves in Puget Sound that protect important native ecosystems	<b>AQUATICS</b>
2	Provide leadership in the restoration of important habitats through nearshore restoration, eelgrass protection and restoration, sediment clean-ups, and the removal of pilings, derelict vessels, and invasive species	<b>AQUATICS</b>
3	Mitigate impacts to DNR lands from toxic and pathogenic contamination from outfalls and stormwater	<b>AQUATICS</b>
4	Continue and enhance forest management activities that support Puget Sound recovery	<b>PRODUCT SALES; FOREST RESOURCES</b>
<b>B</b>	<b>ADVANCE STRATEGIC PARTNERSHIPS FOR PUGET SOUND RECOVERY</b>	<b>LEAD</b>
1	Actively participate in the Puget Sound Partnership through engagement on the Ecosystem Coordination Board and work on the 2020 Action Agenda	<b>AQUATICS; POLICY</b>
2	Expand and sustain Puget SoundCorps	<b>AQUATICS</b>
<b>C</b>	<b>COORDINATE DELIVERY OF DNR PROGRAMS TO SUPPORT RECOVERY OF PUGET SOUND</b>	<b>LEAD</b>
1	Align relevant DNR programs and business practices with Puget Sound Recovery targets	<b>AQUATICS; FOREST RESOURCES; FOREST PRACTICES; CONSERVATION, RECREATION AND TRANSACTIONS; PRODUCT SALES; POLICY</b>
2	Select a high-priority landscape to test integrating DNR data reporting and program coordination to increase conservation results	



### Aquatic Reserves

Aquatic reserves protect and restore important native ecosystems and state-owned aquatic lands that are of special educational, scientific, or environmental value.

Since 2010, DNR has added two new aquatic reserves in Puget Sound: Smith & Minor Islands and Nisqually Reach. We now manage seven aquatic reserves throughout Puget Sound.

Reserves are established based on robust scientific review and the participation of citizens, stakeholders and partner agencies.



## RESTORATION IN PUGET SOUND

**D**NR manages aquatic lands for the benefit of the citizens of Washington. DNR's role is to protect the aquatic environment and to facilitate commerce, navigation, and public access. Revenue generated from the sale of renewable aquatic resources and from leasing these lands is used to manage the state's aquatic lands and to fund restoration projects.

DNR oversees a broad range of activities that are part of the restoration of Puget Sound, including:

### Eelgrass Restoration

The Puget Sound Action Agenda identifies eelgrass abundance as an indicator of the health of nearshore areas. DNR monitors and researches eelgrass habitat with a goal of implementing restoration efforts that will produce a 20 percent increase in overall eelgrass area by 2020. DNR scientists and land managers also work with partners from government agencies, tribes, and private organizations to restore nearshore habitat.

### Creosote Removal Program

DNR is leading efforts throughout Puget Sound to remove old creosote-treated pilings, overwater structures, and debris. Once used widely as a wood preservative, creosote is a toxic soup of more than 300 chemicals, many of which are harmful to marine species and people. DNR and partners have made great progress in removing creosote-treated materials from Puget Sound. DNR is well on its way to achieving the goal of removing 3,000 treated pilings by 2017, as laid out in the Puget Sound Action Agenda.

### Cleaning up Contaminated Sediments

DNR works with regulatory partners to ensure that legacy contaminated sediments in the marine environment are cleaned up. Additionally, DNR helps avoid new impacts through lease conditions designed to eliminate or minimize new contamination, such as requiring the use of alternatives to treated products for new structures.

### Outfall Program

Outfalls can harm the marine environment by discharging treated and untreated effluent into Puget Sound. The Outfall Program's goal is to avoid or lessen impacts of discharges from outfalls and identify alternative methods of discharge. DNR is committed to working with relevant state and local agencies to manage outfalls in a way that protects our state's marine habitats, species and resources.



## Puget SoundCorps

The Puget SoundCorps Program was created during the 2011 Legislative Session at the request of Commissioner Goldmark. Puget SoundCorps is a DNR program that is part of the Washington Conservation Corps (WCC), administered by the Department of Ecology. The Puget SoundCorps creates jobs while cleaning up state-owned aquatic lands and uplands across the 12-county area that makes up the Puget Sound basin. The program puts youth and returning veterans to work restoring Puget Sound and also gives them the opportunity to:

- Gain new skills in the environmental field
- Earn money to further their education
- Help local communities and the environment

Since the program began two years ago, Puget SoundCorps crews have worked on projects to help restore and protect water quality in the 12-county Puget Sound basin. SoundCorps members have made important contributions, including:

- Identifying and removing 734 tons of toxic creosote-treated debris (old pilings, bulkheads, etc.) that pollute Puget Sound beaches
- Participating in urban forestry projects with more than 30 communities
- Conducting surveys and collecting data about marine species
- Helping remove barriers to fish passage
- Repairing and removing forest roads to keep streams free of sediments.
- Eradicating invasive species from 32 river-miles and 64 shoreline-miles in 9 counties bordering Puget Sound
- Conducting educational activities that support the Puget Sound Action Agenda





**DNR WILL PLAY  
AN IMPORTANT ROLE IN  
BOTH CLIMATE ADAPTATION  
AND MITIGATION, GIVEN  
OUR STEWARDSHIP  
OF 5.6 MILLION ACRES  
OF AQUATIC, FOREST, AND  
AGRICULTURAL LANDS. DNR  
WILL CONTINUE TO EMPHASIZE  
THE PRODUCTION OF CLEAN,  
RENEWABLE ENERGY  
ON LANDS MANAGED BY  
THE AGENCY.**



## GOAL

## 5

## Mitigate and Adapt to a Changing Environment and Climate

### OVERVIEW

Anticipated changes in global, regional, and local climate will create many challenges for the future management and protection of Washington's lands, resources, and ecosystems. Predicted changes include warmer and drier summers; reduced water availability in Eastern Washington; more precipitation falling as rain rather than snow; increased intensity of fires and floods; a rise in sea level along Washington's coast and in Puget Sound; and increasing acidification of our marine waters.

DNR has an important role to play in both adaptation and mitigation given our stewardship of 5.6 million acres of aquatic, forest, agricultural and conservation lands and our extensive operations. We will work to foster resilience in the natural systems we manage so they may better withstand the disruptions and impacts that will occur with a changing environment, while continuing to deliver the renewable and green goods and services that society needs.

As part of our mitigation efforts, DNR will continue to emphasize the production of renewable energy on lands managed by the agency. We will continue to measure our own carbon emissions, take steps to reduce them, and seek alternatives to fossil fuels.

This goal calls for specific actions to:

- Develop adaptation strategies in the major areas of DNR's management responsibility
- Continue to reduce DNR's energy footprint through the most cost-effective means possible
- Focus on mitigating and adapting to ocean acidification and its impacts on marine resources
- Work with partners to develop renewable energy production on state lands, incorporating diverse energy sources such as wind, biomass, solar, wave/tidal, geothermal, and others as they emerge
- Position DNR to participate in emerging carbon markets through a range of carbon sequestration techniques



▲ Washington's forests are an abundant, renewable supply of woody biomass—a by-product of forest management activities. Nurturing a forest biomass-to-energy industry can help reduce wildfire risks and improve forest health while contributing to a clean energy economy and creating new jobs in the process.





## Goal 5

### Mitigate and Adapt to a Changing Environment and Climate

<b>A</b>	<b>DESIGN CLIMATE ADAPTATION STRATEGIES IN MAJOR AREAS OF DNR MANAGEMENT RESPONSIBILITY</b>	<b>LEAD</b>
1	Ensure that adaptation strategies are developed and implementation has begun in DNR's major areas of responsibility	<b>POLICY</b>
2	Coordinate climate adaptation strategies and actions with other state and federal agencies, Tribal governments, and private organizations	<b>POLICY</b>
3	Develop a communication, education, and outreach program on a changing environment	<b>POLICY</b>
<b>B</b>	<b>DEVELOP OCEAN ACIDIFICATION MITIGATION AND ADAPTATION STRATEGIES</b>	<b>LEAD</b>
1	Monitor and investigate the effects of ocean acidification in Washington's waters	<b>AQUATICS</b>
2	Improve Washington's ability to adapt to and remediate the impacts of ocean acidification	<b>AQUATICS; POLICY</b>
<b>C</b>	<b>ENCOURAGE CLEAN, RENEWABLE ENERGY DEVELOPMENT ON STATE LANDS AND WITH STATE RESOURCES</b>	<b>LEAD</b>
1	Provide ongoing leadership and support for efforts to produce aviation biofuels from woody biomass	<b>POLICY</b>
2	Support increased renewable energy production on state lands	<b>LEASING; POLICY</b>



▲ DNR scientists are conducting research to monitor the effects of ocean acidification in Washington's marine environment, with the goal of improving the ability of our marine systems to adapt to this ongoing change.



## Goal 5

### Mitigate and Adapt to a Changing Environment and Climate

<b>D</b>	<b>CONTINUE TO REDUCE DNR'S CARBON FOOTPRINT</b>	<b>LEAD</b>
1	Maintain comprehensive monitoring of energy consumption and greenhouse gas emissions	<b>FLEET AND FACILITIES</b>
2	Implement and monitor DNR's Greenhouse Gas Reduction Strategy	<b>FLEET AND FACILITIES</b>
<b>E</b>	<b>POSITION DNR TO PARTICIPATE IN CARBON MARKETS</b>	<b>LEAD</b>
1	Identify the range of carbon sequestration approaches available for use on state-owned, DNR-managed forested, aquatic, and agricultural lands	<b>POLICY</b>
2	Develop and implement strategies to appropriately engage in carbon sequestration on DNR-managed forested, aquatic, and agricultural lands	<b>POLICY</b>

#### UTILIZING WOODY BIOMASS FOR ENERGY

Washington's forests are an abundant, renewable supply of woody biomass. Finding viable approaches to use some of this material for liquid transportation fuel, heating, and electric power generation will support Washington's emerging green economy and help to mitigate carbon emissions and associated climate change. Removing biomass from forests in ecologically sustainable ways can also provide income for forest landowners while improving forest health, creating jobs in rural parts of the state, and reducing wildfire risk and greenhouse gas emissions.

Developing a viable market for forest biomass requires overcoming numerous challenges. These include being able to understand and ensure consistent supply; maturation of cost-effective technologies; development of markets for the products; and ensuring that public policy is supportive.

Over the last few years, DNR has been working to address these challenges. Outcomes include:

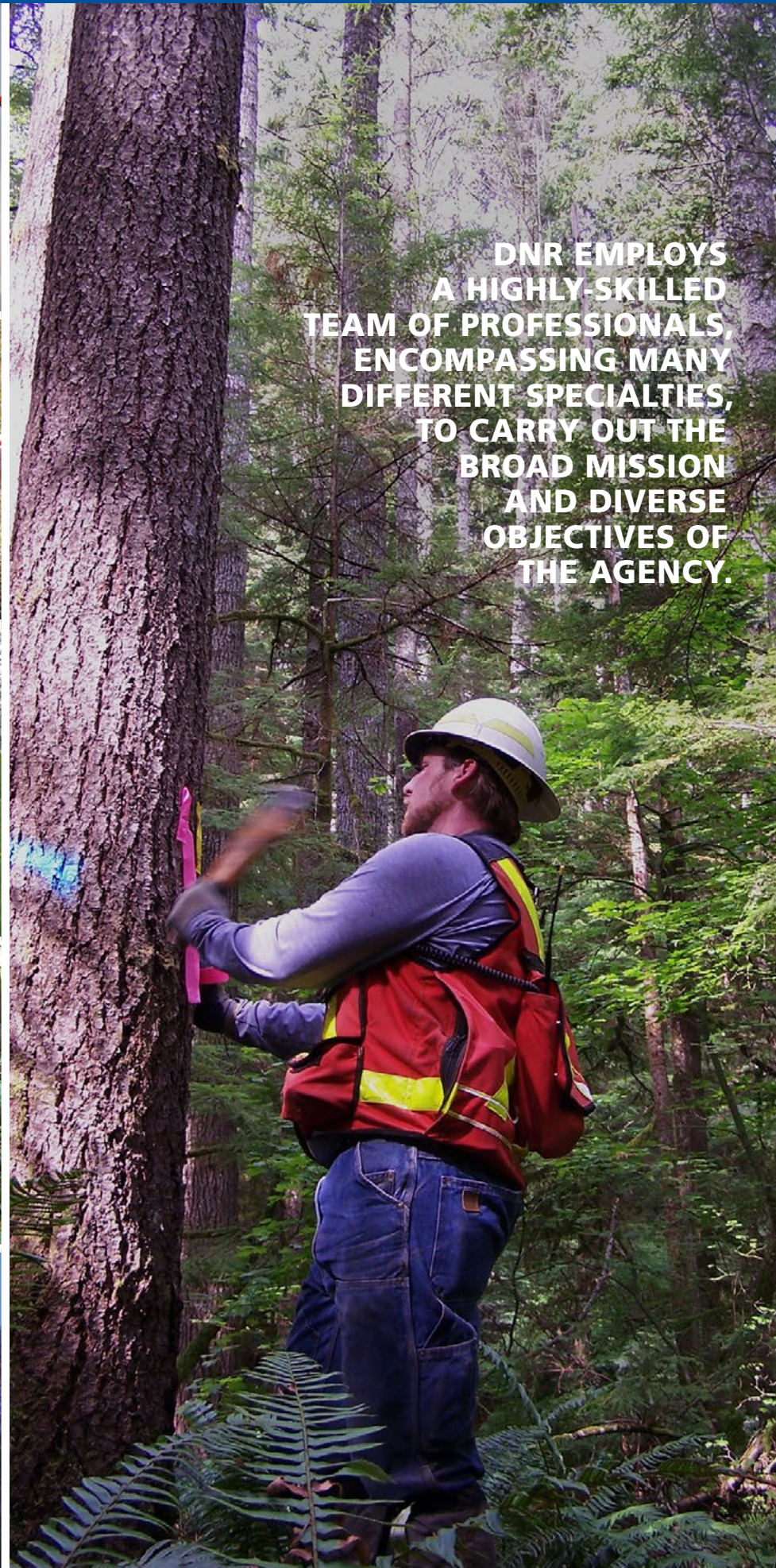
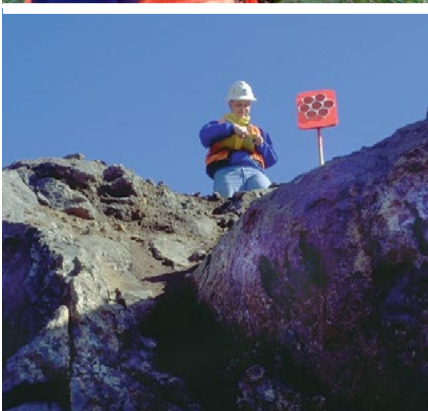
- A forest biomass supply assessment and associated biomass calculator that provides detailed information about the supply of available forest biomass. The assessment and calculator provide wood energy developers and stakeholders with baseline information on biomass supply that is needed for determining project feasibility
- Contractual mechanisms, policies, and procedures to allow utilization of biomass from state land treatments and private lands
- Several pilot biomass utilization projects on state and private lands
- A demonstration of mobile pyrolysis technologies

We will continue to build on this work in the next phase of the plan.



▲ DNR will continue to emphasize the production of renewable energy on the lands it manages, while also reducing and seeking alternatives to the use of fossil fuels in its own operations.





**DNR EMPLOYS  
A HIGHLY-SKILLED  
TEAM OF PROFESSIONALS,  
ENCOMPASSING MANY  
DIFFERENT SPECIALTIES,  
TO CARRY OUT THE  
BROAD MISSION  
AND DIVERSE  
OBJECTIVES OF  
THE AGENCY.**





## GOAL 6

# Recruit, Develop, and Retain Highly Skilled and Motivated Employees

### OVERVIEW

DNR is fortunate to have a workforce of highly skilled employees, dedicated to stewardship of Washington's natural resources. The agency's capacity to effectively execute its day-to-day responsibilities, along with the ambitious initiatives contained in Goals I through V of this Strategic Plan, rely on the expertise, commitment, and skill of its staff. We give the same thought and attention to ensuring the sustainability and effectiveness of our workforce as we do to managing natural resources.

This goal focuses on initiatives to retain our highly skilled employees, provide development opportunities for our employees, and recruit the best and brightest to the critical work that we do. Initiatives within this goal include:

- Work with the legislature to ensure DNR salaries are competitive and the agency is able to attract and retain highly skilled employees
- Foster a work environment that encourages collaboration, open communication, and innovation
- Work with employees to identify suitable leadership and supervisory training opportunities, development assignments, and professional networking opportunities
- Recruit a diverse workforce so DNR has the perspectives and skills required to be successful now and in the future
- Use new and existing ways to recognize employees for excellent work



▲ DNR employees help stage an earthquake preparedness drill at the Natural Resources Building in Olympia.





## Goal 6

### Recruit, Develop, and Retain Highly Skilled and Motivated Employees

A	RECRUIT AND RETAIN QUALIFIED EMPLOYEES WHO DEMONSTRATE COMMITMENT TO DNR'S MISSION		LEAD
	1	Work with the legislature to ensure DNR salaries are sufficient to attract and retain highly skilled employees	EXECUTIVE MANAGEMENT; HUMAN RESOURCES
	2	Recognize and acknowledge the value of employee contributions	HUMAN RESOURCES
	3	Strengthen employee understanding of the connection between individual duties and agency mission	DEPUTY SUPERVISORS, REGION AND DIVISION MANAGERS
	4	Improve agency teamwork and foster a work environment that encourages open communication and exchange of ideas	DEPUTY SUPERVISORS, REGION AND DIVISION MANAGERS
	5	Collect information to better understand retention, workload management, and succession planning challenges	HUMAN RESOURCES
B	FOSTER EMPLOYEES' PROFESSIONAL DEVELOPMENT OPPORTUNITIES WITHIN DNR		LEAD
	1	Work with employees to identify suitable leadership and supervisory training, developmental assignments, and professional networking opportunities	HUMAN RESOURCES; APPOINTING AUTHORITIES
	2	Help employees identify and pursue their long-term DNR career objectives	HUMAN RESOURCES; APPOINTING AUTHORITIES
	3	Recruit qualified temporary and seasonal employees for permanent positions, matching their qualifications and interests	HUMAN RESOURCES; APPOINTING AUTHORITIES
C	IMPLEMENT THE DIVERSITY ACTION PLAN		LEAD
	1	Promote a workplace environment in which principles of inclusion and respect are valued and modeled	EXECUTIVE MANAGEMENT; REGION AND DIVISION MANAGERS
	2	Recruit and retain a diverse workforce so DNR has the perspectives and skills required to be successful now and in the future	EXECUTIVE MANAGEMENT; REGION AND DIVISION MANAGERS



### Leadership Development/ Staff Training

Supporting DNR's existing leadership and ensuring that new leaders are identified and emerge is a critical objective in DNR's human resources agenda. Towards this end, the Human Resources Division organizes and manages a variety of opportunities for leadership development, ranging from informal Leadership Lunches to tuition payments for employees pursuing higher education in support of their DNR careers.

Supervisors are encouraged to provide developmental assignments to expose employees to experiences that expand their skills and knowledge. Employees may apply to be selected for DNR sponsorship to the Ag Forestry and CISPUS professional training programs. The Human Resources Division also conducts an annual, week-long "train the trainer" session that meets instructor certification requirements of the National Wildfire Coordinating Group.



**RECRUITING,  
RETAINING, AND  
CONTINUING TO  
DEVELOP THE BEST  
PROFESSIONAL STAFF  
POSSIBLE ALLOWS  
DNR TO STAY AT THE  
LEADING EDGE OF  
NATURAL RESOURCE  
MANAGEMENT.**







**PROMOTING  
ENERGY AND  
WATER EFFICIENT  
TECHNOLOGIES IS ONE  
WAY DNR ENSURES  
BEST VALUE TO  
THE TRUST  
BENEFICIARIES.**

DNR supports the efficient use of water, such as this vineyard's drip irrigation system that puts a controlled amount of water in the right place at the right time.







## GOAL

## 7

## Ensure that DNR Is a Well-Managed Agency that Provides Excellent Public Service and Value

### OVERVIEW

DNR aspires to provide excellent public service, value, and management. A well-managed workplace means a strong commitment to safety of all employees; well-established transparency; clear accountability for commitments and responsibilities; innovative, efficient and effective management of state resources; a focus on long-term financial health and sustainability; and excellent internal and external communication.

The actions contained in this goal seek to deliver these objectives through initiatives such as:

- Strengthening DNR's safety culture
- Strengthening DNR's financial health and ability to perform its duties by establishing a stable staffing and expenditure plan and evaluating new revenue generation opportunities
- Retaining and supporting DNR's workforce through cross-training, mentoring, and developmental assignments, with a particular focus on succession planning for specialized positions
- Ensuring that job descriptions, measurable performance expectations, and yearly performance reviews are utilized to guarantee that DNR's employees are accountable and acting in the public's best interest
- Employing internal audits and performance reviews of business processes to ensure that agency resources are used effectively, efficiently, and in the public's interest



▲ A DNR mechanic repairs rotor-wing aircraft, which are important for fire suppression.





## Goal 7

**Ensure that DNR Is a Well-Managed Agency that Provides Excellent Public Service and Value**

<b>A</b>	<b>STRENGTHEN DNR'S SAFETY CULTURE</b>	<b>LEAD</b>
1	Establish, teach, and communicate safety as a core principle that guides all DNR work	<b>SAFETY PROGRAM</b>
2	Decrease the rate and severity of injuries experienced by DNR employees	<b>SAFETY PROGRAM</b>
3	Continually improve DNR's safety performance	<b>SAFETY PROGRAM</b>
<b>B</b>	<b>REINFORCE ACCOUNTABILITY FOR COMMITMENTS AND RESPONSIBILITIES</b>	<b>LEAD</b>
1	Maintain a comprehensive, consistent, and up-to-date policy framework for DNR	<b>POLICY</b>
2	Maintain effective monitoring of agency performance and linkage to ongoing improvement efforts	<b>EXECUTIVE MANAGEMENT</b>
<b>C</b>	<b>DEMONSTRATE INNOVATIVE, EFFICIENT, AND EFFECTIVE MANAGEMENT OF STATE RESOURCES</b>	<b>LEAD</b>
1	Encourage and facilitate employee innovation to improve agency efficiency	<b>EXECUTIVE MANAGEMENT</b>
2	Transition to new technologies to improve efficiency and support an agile and innovative workforce	<b>INFORMATION TECHNOLOGY</b>
3	Adopt protocols for data and information management	<b>INFORMATION TECHNOLOGY; LEGAL AFFAIRS</b>



### Fostering a Safety Culture

A "safety culture" is a set of shared values that are anchored in common practices. People who belong to a safety culture are empowered to assess risks to safety and determine an appropriate course of action to stay safe while they are doing their work.

A safety culture is expressed through an effective safety process that has five critical elements:

- *Leadership Commitment and Accountability* is the center hub that holds the safety process together
- *Management Commitment and Employee Involvement* complement each other. Management commitment provides the motivating force and resources for organizing and controlling activities within an organization. Employee involvement ensures engagement
- *Worksite Analysis* involves a variety of worksite examinations to identify not only existing hazards but also conditions and operations where changes might occur to create hazards. Effective management actively analyzes the work and the worksite to anticipate and prevent harmful occurrences
- *Hazard Prevention and Control* is a constant awareness of potential risk with an immediate response made whenever a determination is made that a potential hazard exists
- *Safety and Health Training* addresses the safety and health education responsibilities of all personnel



## Goal 7

**Ensure that DNR Is a Well-Managed Agency that Provides Excellent Public Service and Value**

<b>D</b>	<b>IMPROVE DNR'S LONG-TERM FINANCIAL STABILITY</b>	<b>LEAD</b>
1	Compile a comprehensive picture of deferred needs and budget requirements to meet agency obligations and replace infrastructure	<b>BUDGET</b>
2	Identify options for more consistent, stable funding for agency plans and programs	<b>EXECUTIVE MANAGEMENT</b>
<b>E</b>	<b>STRENGTHEN INTERNAL AND EXTERNAL COMMUNICATIONS</b>	<b>LEAD</b>
1	Strengthen internal communications and information sharing to foster collaboration and investment in DNR priorities	<b>COMMUNICATIONS &amp; OUTREACH</b>
2	Improve public understanding of DNR, its mission, and its accomplishments	<b>COMMUNICATIONS &amp; OUTREACH</b>
<b>F</b>	<b>ESTABLISH AN AGENCY-WIDE RECORDS MANAGEMENT PROGRAM</b>	<b>LEAD</b>
1	Develop agency best practices for records management	<b>EXECUTIVE MANAGEMENT-PUBLIC DISCLOSURE UNIT</b>
2	Implement agency best practices through centralized training and oversight, supported by decentralized records management responsibilities	<b>EXECUTIVE MANAGEMENT-PUBLIC DISCLOSURE UNIT</b>

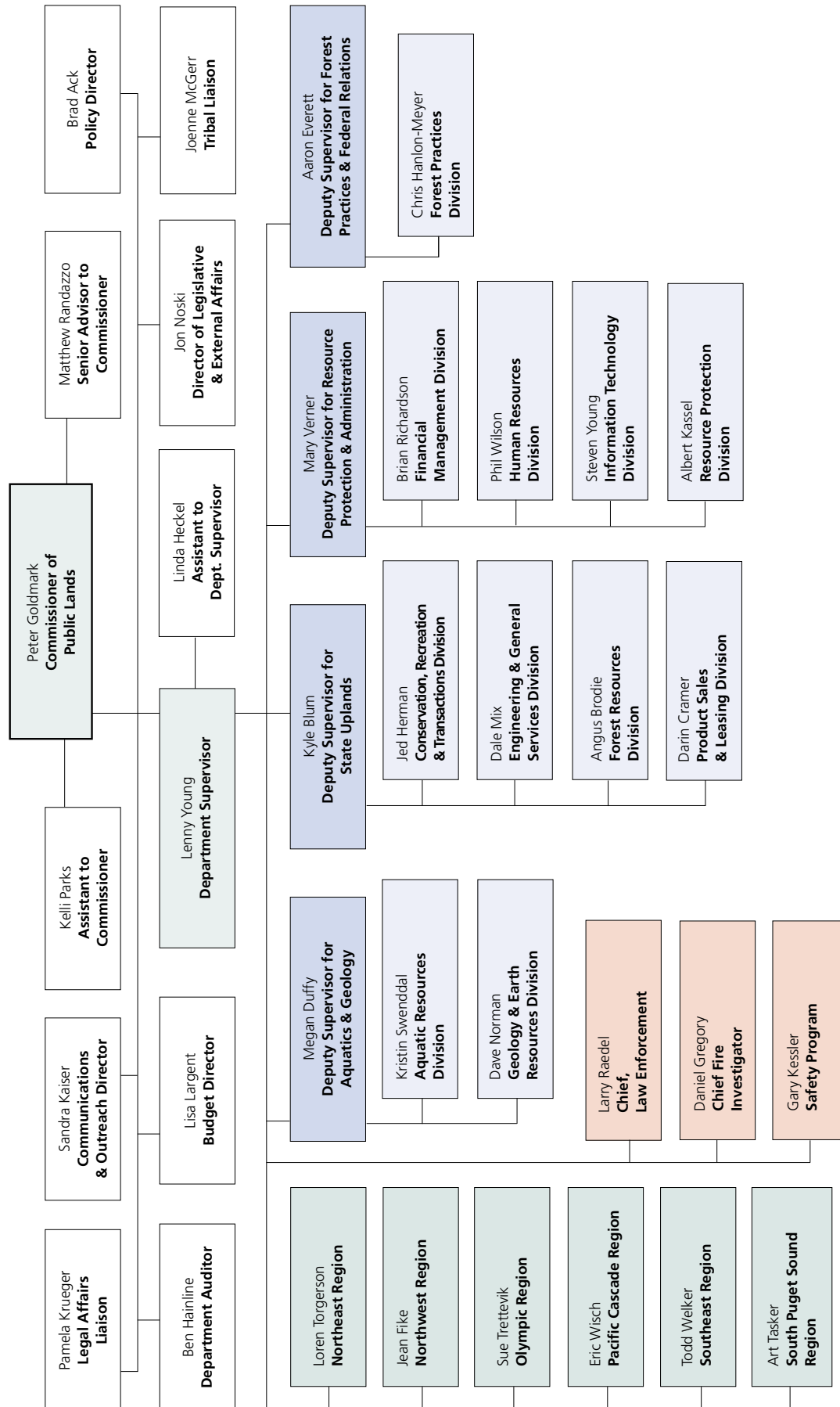


**Top:** DNR employees at a chain saw operation training class.

**Bottom:** DNR employees coordinating at the C-Line fire in 2013.



## DEPARTMENT OF NATURAL RESOURCES MANAGEMENT





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